

UNIVERSITY OF MINNESOTA

BOARD OF REGENTS

Faculty, Staff and Student Affairs Committee

Thursday, June 12, 2008

10:15 – 11:45 a.m.

600 McNamara Alumni Center, East Committee Room

Committee Members

John Frobenius, Chair
David Metzen, Vice Chair
Clyde Allen
Dallas Bohnsack
Venora Hung
Dean Johnson

A G E N D A

1. Student Engagement & Leadership: Current Practice and Future Directions -
A. Whyte/J. Nobbe (pp. 2-8)
2. UPlan Report - F. Cerra/D. Chapman (p. 9)
3. Financing Future Health Care Through Health Care Savings Plan Accounts -
C. Carrier/J. Singer (p. 10)
4. Consent Report - Review/Action - C. Carrier (pp. 11-12)
5. Information Items - C. Carrier (pp. 13-26)



**UNIVERSITY OF MINNESOTA
BOARD OF REGENTS**

Faculty, Staff, and Student Affairs Committee

June 12, 2008

Agenda Item: Student Engagement & Leadership: Current Practice and Future Directions

review review/action action discussion

Presenters: Amelious Whyte, Chief of Staff, Office for Student Affairs
June Nobbe, Director, Office for Student Engagement and Leadership

Purpose:

policy background/context oversight strategic positioning

To provide members of the Faculty, Staff, and Student Affairs Committee with an update on current student engagement and leadership development initiatives sponsored by the Office for Student Affairs on the Twin Cities campus, and to discuss future directions.

Outline of Key Points/Policy Issues:

- Student engagement and leadership development for undergraduates is a vehicle to accomplish the strategic positioning goal to “recruit, educate, challenge, and graduate outstanding students who become highly motivated lifelong learners, leaders and global citizens.”
- Research demonstrates that student engagement and leadership development contributes to student satisfaction, retention, and workforce development.
- Review future plans to intentionally integrate student engagement and leadership development as a part of the undergraduate experience for all students.

Background Information:

This item is on the current committee workplan. Student leadership development has been discussed with this committee on several occasions, most recently in October, 2002.

Student Engagement & Leadership: Current Practice and Future Directions

Exceptional Students

Recruit, educate, challenge, and graduate outstanding students who become highly motivated lifelong learners, leaders and global citizens

Office for Student Affairs

The Office for Student Affairs (OSA) is committed to providing opportunities for U of M students to develop their full leadership capacities. This commitment is reflected in the vision and mission of OSA:

Vision:

The Office for Student Affairs provides leadership in achieving the University of Minnesota's goals and creating and sustaining a world-class student experience.

Mission:

The Office for Student Affairs provides services, programs and facilities that advance student success, inspire students to make life-long positive contributions to society, promote an inclusive environment, and enrich the University of Minnesota community.

In adopting comprehensive student development outcomes, the University of Minnesota-Twin Cities has demonstrated its commitment to developing the characteristics that are important to leadership. These outcomes are:

- Responsibility & Accountability
- Independence & Interdependence
- Goal Orientation
- Self Awareness
- Resilience
- Appreciation of Differences
- Tolerance of Ambiguity

Why is Student Engagement and Leadership Development Important?

Student Satisfaction and Retention

- The 2007 University of Minnesota Student Experience Survey revealed statistically significant results on the variable of self-reported involvement. Increased levels of student involvement (ranging from not at all – to very involved), lead to higher levels of:

- Student satisfaction
 - Perceived sense of community
 - Likelihood of recommending the U of M to a student with a similar background
- A research team from the University of Minnesota conducted a study of student success using data from the National Student Clearinghouse. Results showed that integration into the broader university community, for those activities listed below, is important for success at the U of M:
- On-campus housing/living learning communities
 - Other engagement activities
 - Campus Recreational facility usage appears to be important
- In a survey of spring 2000 undergraduates who left the University of Minnesota prior to completing a degree, results showed that lack of involvement or slight involvement in extra-curricular activities was a high risk factor for students dropping out of college:

	<u>Stopouts</u>	<u>Dropouts</u>
Not at all involved	65.5%	51.5%
Slightly involved	20.0%	22.3%
Involved	6.9%	13.6%
Very involved	5.5%	9.7%
Extremely involved	2.1%	2.9%

Workforce Development:

- The National Association of Colleges and Employers (2005) conducted a survey of employers in which they identified communication skills, interpersonal skills, teamwork skills and a strong work ethic as top qualities and skills they seek in the workforce.
- In 2007, the Association of American Colleges and Universities sponsored a survey of 301 employers on their views of the accountability challenge in higher education. Faculty-evaluated internships and community-learning experiences emerged as the top recommendations from the employer respondents to insure that college graduates possess the knowledge and skills necessary for success at their company. Multiple choice tests of general content knowledge scored the lowest.
- The Business-Higher Education Forum (2004) is a national organization comprised of chief executives from business and higher education. Surveys from

this organization indicate that employers are looking for a combination of skills and knowledge including:

- Leadership
- Teamwork
- Problem solving
- Analytical and critical thinking
- Communication skills, and
- Writing skills.

These were identified as necessary skills to succeed in a global, multicultural environment, which is the world in which we all live in today.

Responding to the Challenge: Opportunities Provided by the Office for Student Affairs

The Student Engagement Initiative: Helping Students Identify a Path of Engagement

Student engagement is the process of finding meaningful opportunities that add to overall learning and development as a leader and active citizen. It is more than just being "involved" on campus. It is the process of being intentional—it is encouraging students to set goals, experience opportunities offered by the campus and surrounding community, and then to document and reflect upon the skills and knowledge gained from each unique experience. Student engagement opportunities can include student activities and leadership, undergraduate research, internships, learning abroad, student employment, volunteering/community involvement, and mentoring.

Engage! Development of a web-based tool to promote student engagement.

The Student Engagement Search will be a tool that intentionally connects undergraduate students with meaningful experiences outside of the classroom. It will offer a means of focused exploration so that students can develop a clear path of engagement from freshman to senior year. Students can tailor their search to specific academic majors and disciplines as well as their other interests and aspirations. Students who are undecided may also use the tool to explore possible pathways of success.

Leadership Training

The Undergraduate Leadership Minor and co-curricular leadership development programs offered through the Office for Student Affairs provide students the opportunity to develop as leaders by discussing current leadership issues, practicing leadership, and reflecting on leadership as a primary purpose of the programs.

Undergraduate Leadership Minor

The 16-credit, interdisciplinary minor is a collaboration among the Office for Student Affairs, the College of Education and Human Development, and the Humphrey Institute for Public Affairs. In the leadership minor, students examine their own learning and leading styles, considering their personal values and experiences in the context of other cultures, perspectives, and leadership paradigms. As students supplement their leadership classes with elective courses, they learn to apply their personal leadership skills, discover the role of leadership in their lives, and prepare to become engaged and active citizens. Approximately 300 students are enrolled in the minor core courses in an academic year.

Cohort-based Leadership Programs

The Office for Student Engagement and Leadership coordinates three cohort programs which last for 8-14 weeks during the semester. These programs are meant to provide students a collaborative environment in which to speak about and learn about leadership. Each of the three programs contains the following components:

- Weekly 3 hour meetings highlighting different leadership topics
- Weekend-long retreat
- A mentoring relationship
- A group project for students to practice their leadership skills

The three programs are designed for students at different points in the collegiate journey: one for first-year students, one for sophomores and juniors, and one for graduating seniors.

Leadership Certification Program

The Office for Student Engagement and Leadership also provides a fourth program which is meant to be as flexible and open as possible to allow any student interested in learning about leadership to do so. The Leadership Certification Program is a series of 90-minute workshops offered throughout the year on leadership topics that fall into three categories: leadership basics, personal development, and diversity. Students can choose from a variety of topics related to their own interest to receive their certification. In addition, students may begin at any time and progress at their own pace as they participate in the program.

Emerging Greek Leaders Program

The Emerging Greek Leaders program is a leadership and personal development program for freshmen and sophomores involved in the University Fraternity and Sorority Community. Participants are nominated by the chapter presidents and are then extended an invitation to participate.

The Emerging Greek Leaders program is a leadership workshop series that assists participants in discovering personal values, identifying their personal strengths and talents, and developing themselves to levels of excellence. The program uses a

strengths-based approach to leadership and personal development. Now in its second year, the program has served 50 students.

Leadership Experience and Application

The best way to develop student leadership capacities is through experience. The Office for Student Affairs makes it a priority to have meaningful leadership opportunities throughout the University. Here is a sample of these opportunities:

Students Leading Students

Many leadership experiences center on leading other students within the University community. The new Welcome Week program for fall 2008 currently is training over 500 student leaders to assist the 5200 new freshman; Orientation Program Assistants conduct the required summer orientation program; students lead outdoor trips for groups of U students through the Department of Recreational Sports; residence halls have peer mentors for living with the first-year students; and of course the opportunity to hold a leadership position within the 700+ student organizations and sports clubs.

Advisory Boards

The Office for Student Affairs believes that students should be involved at all decision-making levels of the organization. Student Advisory Boards provide a unique opportunity for students to learn about leadership, practice decision-making skills and experience the skills necessary to function in a democracy. Student advisory boards exist for 11 of the 15 OSA units including Student Health Advisory Committee, Recreational Sports Advisory Board, Student Legal Service Advisory Board and Student Unions & Activities Board of Governors. An advisory board for the Office for Student Affairs is in the process of being created.

Campus Opportunities

Students develop their leadership skills through a host of opportunities including serving as peer educators, as in the Health Advocates and Aurora Center Advocates; student employment positions that intentionally develop leadership skills, as in the jobs located in the Student Unions & Activities area; and various programming opportunities for campus, including serving on the Minnesota Programs and Activities Council to plan campus programs. The Office for Student Affairs also collaborates with campus partners in providing additional opportunities for students, for example:

- The Social Justice Leadership Retreat through Housing and Residential Life
- The Community Engagement Scholars Program – a campus-wide program housed in the College of Liberal Arts
- Discipline-related organizations and student governance in all undergraduate colleges

Leadership Recognition

Each year, the University of Minnesota recognizes students who have proven to be outstanding leaders and community members on this campus. The President's Student Leadership and Service Awards (PSLSA) recognize the accomplishments and contributions made by outstanding student leaders. This award is presented to approximately one-half of one percent of the student body for their exceptional leadership and service to the University of Minnesota and the surrounding community. The UMAA Student Leadership Award and Zander Award recognize a small number of outstanding leaders selected from those who have won the PSLSA. Additional awards and recognitions exist within the departments of OSA.



**UNIVERSITY OF MINNESOTA
BOARD OF REGENTS**

Faculty, Staff, and Student Affairs Committee

June 12, 2008

Agenda Item: UPlan Report

review review/action action discussion

Presenters: Senior Vice President Frank Cerra
Dann Chapman, Director, Employee Benefits

Purpose:

policy background/context oversight strategic positioning

An update on the employee health care benefits program, known as the UPlan.

Outline of Key Points/Policy Issues:

- History and Projection of Costs
- Benchmarking Medical Trends
- Pharmacy Program
- Benchmarking Pharmacy Trends
- Wellness Program
- Planning for the Future

Background Information:

The last update on the UPlan was presented to the Board on June 7, 2007.



**UNIVERSITY OF MINNESOTA
BOARD OF REGENTS**

Faculty, Staff, and Student Affairs Committee

June 12, 2008

Agenda Item: Financing Future Health Care Through Health Care Savings Plan Accounts

review review/action action discussion

Presenters: Vice President Carol Carrier
Jackie Singer, Director, Retirement Programs

Purpose:

policy background/context oversight strategic positioning

Public employees have a unique benefit opportunity in the Health Care Savings Plan. This plan, which is not available to private employers, provides a completely tax-free benefit to cover eligible health care expenses for those who have left employment at the University of Minnesota. As the costs of retiree medical coverage continue to rise, and given that the University does not generally contribute to the cost of retiree medical insurance, administration is constantly seeking alternative, tax-advantaged ways to help employees fund health care expenses. The Health Care Savings Plan represents one such method.

Outline of Key Points/Policy Issues:

The Health Care Savings Plan (HCSP) is administered by the Minnesota State Retirement System (MSRS) and covers 21,000 employees of more than 400 public employers in the state. Contributions to the plan are mandatory within an employee group (faculty, P&A, civil service and the various bargaining units) and are exempt from taxes, including Social Security and Medicare. Contributions are deposited into an investment account and are invested based on the employee's fund choice until withdrawn. Withdrawals are also tax-free, but may be made for approved health care expenses and premiums only.

Depending upon employee group participation, the University's anticipated tax savings could reach \$250,000 annually. Employees would save a corresponding amount in Social Security and Medicare taxes, as well as saving any federal or state taxes normally paid.

Background Information:

Board of Regents Policy: *Employee Health Benefits*, identifies several principles related to the health care the university provides to employees through the UPlan, one of which is:

- The University is committed to providing employees, retirees, and their families a health plan that offers choice and high quality, comprehensive, and cost-effective care.

This presentation will provide background on health care savings accounts, which maximize the purchasing power of university employees with respect to health care expenditures after they leave University employment.



**UNIVERSITY OF MINNESOTA
BOARD OF REGENTS**

Faculty, Staff, and Student Affairs Committee

June 12, 2008

Agenda Item: Consent Report

review review/action action discussion

Presenters: Vice President Carol Carrier

Purpose:

policy background/context oversight strategic positioning

As required by Board of Regents Policy: *Reservation and Delegation of Authority*, the administration seeks approval for the following:

- Appointment of Senior Administrator

Outline of Key Points/Policy Issues:

Item for Consideration:

- Appointment of Trevor Ames as Dean, College of Veterinary Medicine, effective June 18, 2008.

Background Information:

Board of Regents Policy: *Board Operations and Agenda Guidelines* calls for items, such as senior administrative appointments, to be brought before the Faculty, Staff, and Student Affairs Committee for action.

President's Recommendation for Action:

The President recommends approval of the Consent Report.

UNIVERSITY OF MINNESOTA

BOARD OF REGENTS Faculty, Staff, and Student Affairs Committee

Consent Report June 12, 2008

Personnel Appointment

Trevor Ames

Pending approval by the Board of Regents, Trevor Ames will be appointed to the position of dean, College of Veterinary Medicine, effective June 16, 2008.

Dr. Trevor Ames has been serving as interim dean of the University of Minnesota College of Veterinary Medicine since June, 2007. He has been on the faculty of the College of Veterinary Medicine since 1981, serving as a member of the large animal internal medicine faculty. A diplomate of the American College of Veterinary Internal Medicine, Dr. Ames received his D.V.M. in 1978 from the Western College of Veterinary Medicine at the University of Saskatchewan and his master of science degree in 1981 from the University of Minnesota.

The Dean of the College of Veterinary Medicine is the chief executive officer and academic leader of the college. The dean is responsible for ensuring the college's excellence in education, research, service, and outreach. The dean reports to the Senior Vice President for Health Sciences and Serves on the Academic Health Center Deans Council, representing the College of Veterinary Medicine. The dean is expected to provide the leadership, vision and energy that will sustain and further enhance the college as one of the top colleges of veterinary medicine in the nation. The dean will provide creative leadership, momentum, and oversight to marshal and allocate the resources devoted to these initiatives in a manner that builds the university's, legislature's, and public's confidence in the college.

ACADEMIC PERSONNEL ACTIONS

<u>Name</u>	<u>Rank</u>	<u>Unit</u>	<u>Effective Date</u>
Trevor Ames	Dean	College of Veterinary Medicine	June 16, 2008

Dean Ames appointment shall be an A-term (12-month), K-type academic administrative appointment. The initial salary shall be set at \$242,000.



**UNIVERSITY OF MINNESOTA
BOARD OF REGENTS**

Faculty, Staff, and Student Affairs Committee

June 12, 2008

Agenda Item: Information Items

review review/action action discussion

Presenters: Vice President Carol Carrier

Purpose:

policy background/context oversight strategic positioning

To inform committee members of noteworthy items, administrative actions, and local, regional, and national policy-related issues affecting University units and departments.

Outline of Key Points/Policy Issues:

- Personnel highlights
- University highlights
- Faculty and staff activities and awards
- Student activities and awards
- Intercollegiate Athletics Report

Background Information:

This report appears as a regular item on the Faculty, Staff, and Student Affairs Committee agenda.

In accordance with Board of Regents Policy: *Board Operations and Agenda Guidelines*, the Intercollegiate Athletics Report is submitted annually to the Faculty, Staff, and Student Affairs Committee. In accordance with Board of Regents Policy: *Intercollegiate Athletics – Twin Cities Campus*, the report shall include matters related to student-athlete academic progress, athletic accomplishment, department budget, and facilities.

UNIVERSITY OF MINNESOTA
BOARD OF REGENTS

June 12, 2008

Faculty, Staff, and Student Affairs Committee
Information Report

This report does not capture and record a complete listing of the significant awards and activities of the University community but, rather, makes note of unit reported items in these areas. It also highlights reports and activities at the local, regional, and national level in the area of faculty, staff, and student affairs.

Highlights

UMC will become a smoke free/tobacco free campus effective January 1, 2009, the second University of Minnesota campus after UMD to institute such a policy. The policy covers smoking, tobacco use, and tobacco sales on University-owned, operated, and leased properties.

University Dining Services placed second in the “Food Service Organics” category at the 2008 National Recyclemania competition. More than 400 colleges participated in the 10-week contest in a variety of categories, including waste minimization, recycling, and food service organics (composting). Rutgers University took first place.

Faculty and Staff Activities and Awards

James Begun, healthcare management, has been awarded the Filerman Prize from the Association of University Programs in Health Administration. The prize is awarded to individuals who have made outstanding contributions to the field of health administration education and have exhibited leadership in the field.

Kristen Ehresmann, epidemiology, was appointed to a four-year term on the federal Advisory Committee on Immunization Practice. She is only the second nurse to be appointed to the committee.

Sarah Hobbie, ecology, evolution, and behavior, has been named a 2008 Leopold Leadership Fellow.

Kristin Hohnadel, Veterinary Medical Center, won the Technician Award for Best Presentation at the 2007 American College of Veterinary Internal Medicine Forum.

Richard Isaacson, veterinary and biomedical sciences, was named president of Conference of Research Workers in Animal Diseases, a nonprofit organization that disseminates research advances in animal diseases from around the world.

School of Dentistry Dean Patrick Lloyd received the President's Citation from the American Dental Education Association in recognition of his contributions to the association and dental education.

UMC agriculture professor Harouna Maiga has been awarded the North American Colleges and Teachers of Agriculture Teacher Fellow Award in recognition of excellence in agricultural higher education.

Misty Sato, curriculum and instruction, received the 2008 Young Scholars Research Fellowship from the Knowles Science Teaching Foundation. The fellowship supports early career scholars engaged in research critical to the recruitment, preparation, induction, mentoring, and retention of science and mathematics teachers in U.S. high schools. Sato is one of only four recipients of this nationally competitive award.

Cindy Wolf, veterinary population medicine, was elected to the board of directors of the National Institute for Animal Agriculture.

Student Activities and Awards

"Chocolate Rain," by American studies graduate student Adam Bahner (a.k.a. Tay Zonday) won a People's Voice Webby Award for best viral video. The Webby Award is the leading international award honoring excellence on the Internet. To date, Chocolate Rain has received more than 21 million views.

Graduate students Tony Gamble, Fisheries, Wildlife and Conservation Biology, and Aaron Bauer from Villanova, have discovered a new family of gecko, named "Phyllodactylidae" in reference to the leaf-shaped toes of many species in the group. The new family consists of 103 species found in semiarid and tropical regions of North Africa, the Middle East, North and South America, and the Caribbean.

School of dentistry student Nathan Lund received the U.S. Army Soldier's Medal, awarded for acts of heroism outside of combat, in recognition of his efforts to rescue victims of the Interstate 35W bridge collapse. Lund is a 2nd Lieutenant who has been attending the University through the Army's Health Professions Scholarship Program. He will enter Army active duty in June.

CLA junior Hannah Lussier is one of 12 students nationwide chosen to receive a 2008 Udall Native American Congressional Internship by the Morris K. Udall Foundation. Internship recipients were selected by an independent review committee of nationally recognized Native American educators and tribal policy leaders on the basis of demonstrated commitment to careers in tribal policy and academic achievement. Lussier, a political science major, plans to attend law school following her undergraduate studies.

Two teams of students from the department of aerospace engineering and mechanics recently took home awards from the SAE International Heavy Lift competition. The University's micro class team took first place overall when their 17 ounce plane carried

approximately twice its weight. The team competing in regular class finished in 11th place.

The National Association of Colleges and Teachers of Agriculture team at UMC placed first in the annual national judging competition held in mid-April. The team won both the four-year college division competition and the overall sweepstakes competition between the top two- and four-year college teams.

UMM's American Chemical Society (ACS) Chemistry Club obtained Green Chapter status and received a commendable mention ACS Student Affiliates Chapter Award. To achieve green status, a chapter must engage in at least three green chemistry activities and promote green chemistry during the academic year.

**Annual Intercollegiate Athletics Report
Faculty, Staff, and Student Affairs Committee
June 12, 2008**

Board of Regents Policy: *Intercollegiate Athletics - Twin Cities Campus* states that Intercollegiate Athletics shall report annually to the Board of Regents on matters related to student-athlete academic progress, athletic accomplishment, department budget, and facilities. This report provides a 2007-08 update on these, and other, areas as outlined in the Intercollegiate Athletics (ICA) strategic plan. The information in this report is organized according to the broader University’s four strategic positioning action strategies: 1) Exceptional Students; 2) Exceptional Faculty and Staff; 3) Exceptional Organization; and 4) Exceptional Innovation.

The visibility that athletics brings to the University of Minnesota is unmatched. All efforts are directed by guiding principles, which are expressed in the following Mission, Values, Vision, and Strategic Objectives.

GOLDEN GOPHER GUIDING PRINCIPLES	
<p>Mission To serve as a window to the University, in an environment of integrity and equity, that enables student-athletes to achieve excellence in their academic and athletic pursuits.</p>	<p>STRATEGIC OBJECTIVES</p> <ul style="list-style-type: none"> • Continuous improvement through stakeholder-centered leadership. • Honor the educational and athletic covenant made with student-athletes. • Recruit, retain, and reward people committed to the department’s guiding principles. • Deliver a consistent theme that celebrates the Golden Gopher ‘Collegiate Way’ message. • Bring football back to campus
<p>Values</p> <ul style="list-style-type: none"> • A confident and humble pride. • Integrity in words and deeds. • Respect for human dignity of all stakeholders. • Loyalty built on honest and trusting relationships. 	
<p>Vision Become the ‘model’ Division I-A program.</p>	

These *Guiding Principles* have helped shape a transformed athletics department from what existed less than a decade ago. ICA has worked to improve academic commitment and performance, merge its separate men’s and women’s departments into one unified department, balance a \$66M budget with cost management and increased revenues, increase awareness and brand recognition, uphold first class facilities, and bring football back to campus – all while preserving athletic success. One of the less tangible accomplishments during this time is the strong working relationships across campus. Whether it has been student-based programs, the stadium project or various community and diversity outreach initiatives, ICA's overall success is closely aligned with an ability to build relationships on campus.

I. Exceptional Students

Our key stakeholder is our student-athletes. When our students commit to becoming a Golden Gopher, we, in turn, commit that we'll provide the resources necessary so that they leave with a degree and a meaningful and positive athletic experience. Our student-athletes are our "Pride of Minnesota," and we are committed to improving our support and services to them. The following accomplishments showcase our commitment to exceptional students.

- There were fifty-one Academic All-Big Ten Honorees in winter sports.
- Student-athletes continue to graduate at a higher rate than students-at-large.
- Nine sports earned perfect APR scores and all sports have a passing APR score, therefore all scholarships will be retained for the 2008-2009 season.
- Twenty-one teams earned above .950 APR score and 19 are above national APR score average.
- Wrestling won the Norman Borlaug Award for most improved academic team GPA.
- The APR scores for football and men's basketball, two sports identified as "at-risk," have improved each of the last three years.
- Weekly academic meetings with the football and men's basketball staffs continue through coaching transitions in an ongoing attempt to substantially increase graduation rates in these two sports.
- A second year of revitalized Alcohol and Drug Education program has been completed. This has helped to monitor and care for student-athletes by providing appropriate support, education and counseling when needed.
- Intercollegiate Athletics formed a nutrition board headed by the Director of Sports Medicine to address student-athlete health and well-being related to nutrition and appropriate use of supplements.
- The Admissions Office was provided with a record number of transcripts on prospective student-athletes through a new admissions screening process, which will help predict student-athletes academic collegiate success.
- Student-athletes sponsored over 400 community service events.
- ICA enhanced relationships with community employers and the campus Career Development Network through the CHAMPS/Life Skills program.
- ICA continued to enhance its academic website (www.gopheracademics.com) to better service the student-athlete.
- ICA implemented and refined a CHAMPS/Life Skills assessment tool through the Office of Measurement Services that will help evaluate the effectiveness of programs offered through the McNamara Academic Center for Student-Athletes (MAC) office.
- Athletics success thus far in 2007-08:
 - 31 All-Americans
 - 3 Big Ten Championships (women's cross country, women's indoor track and field, women's swimming and diving)
 - 20 First Team All-Conference selections
 - 35 Second Team All-Conference selections
 - 10 individual conference champions
 - 8th place national finish by men's cross country
 - 10th place national finish by women's cross country
 - 10th place national finish by wrestling
 - 11th place national finish by men's swimming and diving

- 13th place national finish by women's swimming and diving
- Teams reaching NCAA postseason competition: women's basketball, men's cross country, women's cross country, men's gymnastics, women's gymnastics, men's hockey, women's hockey, men's swimming, women's swimming, women's indoor track, volleyball, wrestling
- Currently 13th in the Director's Cup Standings

II. Exceptional Faculty and Staff

One of the most important things we do is hire people. People are the most important element in any organization, yet to be a great department, ICA's people must be committed to shared guiding principles – mission, values and vision. By developing a personnel management system (recruiting, hiring, training, evaluating, professionally developing, and compensating) and retaining people committed to the ICA guiding principles, the department as a whole will begin to integrate these principles into every behavior and decision. The following emphasize our dedication to exceptional staff.

- ICA has instituted a principles-based hiring process in which all job postings include the department's guiding principles, allowing intercollegiate athletics to recruit and hire those who have shown commitment to the vision.
- ICA is continuing to improve a more comprehensive and quantitative evaluation of all employees, beginning with management. This includes 360-degree evaluations with improved measurement tools.
- A new employee orientation will be offered at a level that exceeds campus standards.
- A second annual Diversity Workshop was offered for management-level positions and student-athletes.
- Head Baseball Coach John Anderson was inducted into the American Baseball Coaches Association (ABCA) Hall of Fame.
- “Head Coach Brown Bag” lunch sessions were held where “in-house experts” discussed philosophies, experiences, and insights with colleagues in ICA. This year Coach Tim Brewster, Coach John Anderson and Coach Mike Hebert were featured speakers.
- The Golden Gopher Fund was restructured to better serve ICA's strategic priorities:
 - Created “Gopher Points” to service and implement the new priority point system
 - Created a “Premium Sales” office to sell and service TCF Bank Stadium premium seating opportunities
- Changes in leadership were made in the following highly visible areas:
 - Associate AD, Director of the Golden Gopher Fund
 - Director of Golf and Two Associate Head Coaches (men and women)
 - Director of Athletics Communications
 - Head Women's Hockey Coach
- Coaches and administrators made numerous public appearances across the metro area and the state to highlight Gopher athletics and allow ICA to represent the University in a positive light. Some of these appearances include:

<ul style="list-style-type: none"> ▪ Lions Clubs ▪ Kiwanis Clubs ▪ Rotary Clubs 	<ul style="list-style-type: none"> ▪ Banquets ▪ Fund Raisers ▪ Other community events
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III. Exceptional Organization

Developing principle-centered leadership within Gopher Athletics relies on elements of our guiding principles that inform leadership behavior and decisions. Improvement initiatives that drive up the effectiveness of our core processes and the quality of our core products and services are essential to continuous improvement. In all activities we will seek input from our key internal and external stakeholders, particularly those most intimately associated with our core processes, products, and services. Additionally, we recognize the importance of establishing trusting alliances with key community leaders, both individual and corporate. We expect that through our service improvement initiatives we will further ingrain the Golden Gopher culture into our words and actions. By engaging key stakeholders, both within and outside the University, not only will we improve our core competencies, but we will also communicate to a much more diverse audience. This will have a very positive impact on the overall message of Golden Gopher athletics as well as the broader University's commitment to excellence.

Academic Excellence

- The following is a brief progress report on each of the five recommendations forwarded by The Task Force for Student-Athlete Academic Performance in 2006.
 1. **Centralize and standardize data collection of student-athlete academic information.** The McNamara Academic Center (MAC) has hired a Data Analyst to centralize and standardize data collection.
 2. **Help “academically fragile” student-athletes successfully transition into the academic and social rigors of campus life through the bridge to academic excellence program in the summer institute.** Bridge to Academic Excellence is in its second year and includes participation of first-year student-athletes. Peyton Owens, Director of Life Skills in the MAC, serves on this committee.
 3. **Increase access to academic programs that are relevant to student-athletes as a way to increase interest and motivation.** Access to academic programs are being addressed at the college level in looking at the time of course offerings, additional minors and freshman admitting colleges expanding to include the College of Education and Human Development, and the College of Food, Agriculture, and Natural Resources, as well as the College of Liberal Arts as in previous years.
 4. **Intensify efforts to track, engage and provide opportunities to former student-athletes who left without graduating, but who have accumulated enough credit hours so that graduation is within reach.** Initiated the Gopher Graduation Program to provide support to former student-athletes who want to return to finish their undergraduate degree. To date, 48 former student-athletes have completed their degree in the last four years and currently there are another 12 student-athletes making progress. A campus-wide committee has been formed to identify potential candidates for the program and to help set a graduation plan, provide academic support through counseling, tutors and computer labs, and provide financial assistance up to full tuition, fees and books where warranted.
 5. **Strengthen efforts to more fully integrate intercollegiate athletics with the broader university community by eliminating unnecessary barriers and creating opportunities for integration:** Intercollegiate Athletics has worked with the Senate's

Advisory Committee on Athletics (ACA) to sponsor faculty/coach lunches, which provide faculty, coaches and administrators in intercollegiate athletics the opportunity to discuss current issues and opportunities for integration. A “Guest Coaches Program” in football and volleyball and a “First-Pitch Program” in baseball were instituted to increase campus exposure to intercollegiate athletics.

Strategic Positioning

- ICA has implemented a strategic initiative tracking mechanism that will allow management to better evaluate the progress towards the University’s strategic positioning.
- The Athletics Advisory Council was asked to participate in stakeholder-centered planning and evaluation of programs, policy and strategic initiatives. Two groups, active (33 members) and lifetime (100 members), are invited to quarterly meetings.
- ICA continued to assemble quarterly all-department meetings to communicate broader departmental initiatives, successes, and issues.
- ICA continued to work with the Board of Regents and the President’s Office on policy and procedure directly related to the business of intercollegiate athletics.

Academic Infrastructure

- Intercollegiate athletics is working closely with University master planning to help identify future space and development needs, including athletics as it relates to the East Gateway District.
- In coordination with University Services, ICA made significant progress on the preparation, design, and construction of TCF Bank Stadium, including:
 - Completed CD documents for construction
 - Continued construction on site (this includes the successful driving of 2,200 piles into bedrock, steel erection in early January and beginning stadia and brick construction on time).
 - Continued to work with contaminated soil in the NE portion of the stadium site.
 - Completed 95% of construction buy-out.
 - Exceeded ICA’s MWBE goal of 22% with 29% of work being contracted with minority or women-owned businesses.
 - Continued to work towards LEED Certification.
 - Remained on schedule to open September 12, 2009.
- ICA began pre-design for a new baseball stadium, and completed design for replacing the Williams Arena basketball floor and the Bierman Field Athletic Building track.
- An internal needs assessment was completed with coaches and staff, which provides valuable information for the development of an ICA master facilities plan.
- Plans were developed to replace the indoor and outdoor turf at Gibson-Nagurski.
- Proposals were accepted on replacing the dasher boards at Mariucci Arena which will allow ICA to host more “dry floor” events, offering the greater campus community another venue option.
- Design and analysis was completed to replace the current lighting system at the Baseline Tennis Center.
- ICA participated in the campus master planning process by serving on the “Enhancing the Campus” work team.

Public Mission and Engagement

- Student-athletes and coaches made more than 400 community appearances in FY07, including visits to hospitals and nursing homes, participation in reading programs, and engaging in after-school programming.
- A Mentor Program was established for community members and student-athletes, specifically targeting the minority population and our minority student-athletes.
- ICA continued to work with the Cultural Diversity Task Force on strategies to advise the Athletic Department that include addressing student-athlete transition, diversity education/development, alumni/campus relations, and community and business outreach.
- ICA participated on system-wide Equity and Diversity Action Network (Leo Lewis).
- ICA continued to be dedicated to improving event experiences through internal continuous improvement initiatives and the seeking of external stakeholder feedback.
- The annual Minnesota Girls and Women in Sports Celebration was initiated in honor of National Girls and Women in Sport Day.

Public Understanding and Support

- A core element of ICA is to serve as a window to the University, as 50% of all Minnesotans first experience the University through Gopher Athletics.
- The uniqueness of the ICA brand, the Golden Gopher Collegiate Way, was communicated through pep rallies and press conferences targeted at core stakeholders,. Some of these events include:
 - TCF Bank Stadium Milestone celebrations, including a groundbreaking event in July, first steel erected in January and first brick placed in April.
 - Announcement of the Veteran's Tribute at TCF Bank Stadium along with the announcement of opening opponent, the United States Air Force Academy.
 - Greater Minnesota Golf Outings
 - Development of state-wide grassroots fund raising efforts, which will touch all 87 Minnesota counties.
 - Continue to work with University Relations to identify high-impact public relations opportunities.
 - More than 200 donors and 175 student-athletes and coaches attended the fall scholar-athlete banquet.
- The Marketing staff was named "Big Ten Marketing Staff of the Year," voted on by an independent group of industry professionals.
- The Athletic Communications office increased the number of live video webcasts of Golden Gopher athletics from 41 events in 2006-07 to 64 in 2007-08.
- Continue to centralize and control the use of University marks and move toward use of a primary mark in the 'Block M.'
- Multi-media rights contract was extended with Learfield Communications, which continues to leverage intercollegiate athletics exposure opportunities within the corporate community.
- Learfield also now directs the "Gopher Radio Network," which has successfully increased statewide coverage of Gopher sports through:
 - enhanced weekly Coaches Radio Shows for football, men's hockey and men's and women's basketball; and
 - adding 3-Minute Gopher Daily Update to reach network-wide affiliates across the state each day during the school year.

- Hosted the following conference and national championships:
 - Big Ten Women's Indoor Track & Field Championships
 - Big Ten Wrestling Championships
 - NCAA North Central Regional Women's Gymnastics Championships

Financial Resources and Management

- A dynamic five-year financial plan for ICA includes assumptions related to increased revenues from the Big Ten Network and the football stadium, and further movement to the vision of becoming a model Division 1 program.
- A deficit elimination plan was developed to address the substantial deficit that resulted from the transition of football and men's basketball programs as well as the revenue downturn in annual giving.
- The endowment fund balance was increased by almost \$1.1M in FY08.
- The number of named endowed scholarships was increased by 12.
- Gifts and pledges were increased by 91% over last year's record amount, largely due to stadium fund raising efforts.
- Over \$200,000 was raised through two fundraising events, Goldy's Round Up and the Second Annual Wine Tasting Event.
- The first year of a department-wide Nike contract was implemented.
- A 15-year Learfield extension was negotiated, to include TCF Bank Stadium, a total of \$114M.
- ICA projecting to move up to top 20 schools in the nation in licensing revenue, up from number 24 last year.
- Revenue from International Licensing was increased from approximately \$7,000 last year to approximately \$30,000 this year, largely due to increased presence in Canada and Japan.
- Approximately 88% of the \$86M fund raising goal has been raised for the TCF Bank Stadium, with about \$10M remaining. This includes major gifts from individuals and corporate community.
- The stadium campaign has allowed Gopher athletics to cultivate relationships with individuals and businesses at an entirely different level than ever before. This will only help to develop better opportunities for future giving and sponsorship revenues.
- Men's basketball average attendance increased by 18% to 12,988, the highest average since the 1999-2000 season.
- Women's basketball attendance increased by 11% to 6,596 per game.
- 3,240 new season tickets were sold for the 2007 football season.

Other Leadership and Management Responsibilities

- The strategic plan for intercollegiate athletics was refined to align with the broader strategic positioning of the University by identifying high leverage action steps for each of the five strategic objectives for FY08.
- ICA prepared for a successful transition to the system-wide move to the Enterprise Financial System.
- Personal interaction was increased with high impact internal and external stakeholders of Gopher Athletics, including major benefactors, through our Athletics Advisory Council, increased donor cultivation and stewardship events, and other pep rallies and press conferences.

- With respect to compliance with Title IX, student athlete population is directly proportional to the student body at large (53% female and 47% male), in alignment with the 13 support areas of Title IX.
- Compliance awareness among coaches, staff, student-athletes and external stakeholders continued to improve through:
 - more than 45 various educational sessions;
 - monthly compliance newsletters and major infraction reports to ICA staff and selected external stakeholders;
 - compliance booster club newsletters every semester to U of M Booster Club president's and officers; and
 - weekly compliance educational emails to ICA staff and coaches.
- ICA assisted with the system-wide process of reviewing and selecting a new Food and Beverage provider for campus.

FY2008-2009 Budget Summary

The FY2008-09 budget presented ICA with the challenge of managing spending desires that out-paced revenue growth. As in years past, ICA went through the budget development process as a team, making strategic choices by investing in those areas that are critical to the long-term success of ICA's 25 teams. The overall budget will increase by 4.2% in FY2008-09, a dollar increase of \$2.8M over the current year. Most of that growth in spending is in team budgets (travel costs and recruiting) and the development office, the Golden Gopher Fund (Grassroots Campaign and management of the TCF Bank Stadium preferred and premium seating as well as implementation of Gopher Points). The major growth areas on the revenue side of the ledger are ticket revenues, hosting of post-season events, and Big Ten distributions. Per the long term financial plan, ICA will receive \$250,000 less in central University support, now at a level of \$4.9M as compared to \$8.3 million in FY2001-02. ICA is confident that this budget will provide the athletic teams a level of funding that supports their efforts to be champions on the field of play and in the classroom.

Resources	FY09 Budget
Central Allocation:	\$ 8,715,851
-FY08 Allocation	\$ 5,169,238
-FY09 reduction per LTFP	\$ (250,000)
-Central Cost Pool Allocation	\$ 3,796,613
Ticket Revenues	\$ 20,391,184
Radio/TV	\$ 15,239,000
Gift Revenues	\$ 5,860,316
Post-Season	\$ 6,215,000
Sponsorships/Suites/Lofts/Clubs	\$ 6,850,000
Concessions	\$ 1,450,000
Facility Rental Income	\$ 1,168,000
Licensing/Trademarks & Novelties	\$ 1,550,000
All Other Revenue	\$ 1,759,000
Total Resources	\$ 69,198,351
Expenditures	
<i>Sport Units</i>	\$ 23,880,396
<i>Admin / Support Units</i>	\$ 24,810,438
<i>Grant in Aid</i>	\$ 8,834,059
<i>Debt Service</i>	\$ 4,733,749
<i>Facility Operations</i>	\$ 6,921,492
Total Expenditures	\$ 69,180,134
Ending Balance	\$ 18,217

In the next year, ICA will travel the state with Phase III stadium fundraising, implement the priority points system (Gopher Points), launch a premium sales program and open TCF Bank Stadium. All of these successes are results of years of strategic planning, measurement and implementation and all bring significant visibility to the athletics program and to the broader University. ICA will continue to work within its strategic plan and long-term financial plan to ensure the viability and vitality of Gopher athletics. It truly is a great time to be a Gopher.